

National Infrastructure Advisory Council (NIAC)

Sector Partnership Model Working Group

**Status Report
July 12, 2005**

**Martin G. McGuinn
Chairman, President & CEO
Mellon Financial Corporation**

**Marilyn Ware
Chairman Emerita
American Water**

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Agenda

- ☐ NIAC Question
 - ☐ Approach
 - ☐ Findings
 - ☐ Preliminary Thoughts on
Recommendations
 - ☐ Discussion
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NIAC Question

- ❑ The Sector Partnership Model represents a new level of collaboration between the private sector and government. The conceptual framework of the Model is laid out in the Interim National Infrastructure Protection Plan (I-NIPP) and has its foundation in NIAC recommendations.
- ❑ DHS requested that the NIAC form a Working Group to develop advice and recommendations for the structure, function, and implementation of the Model. Specifically, DHS asked for help to review and validate the following:
 - Structure
 - Roles and Responsibilities
 - Potential Operational Frameworks and Related Issues
 - Processes

What is the Sector Partnership Model?

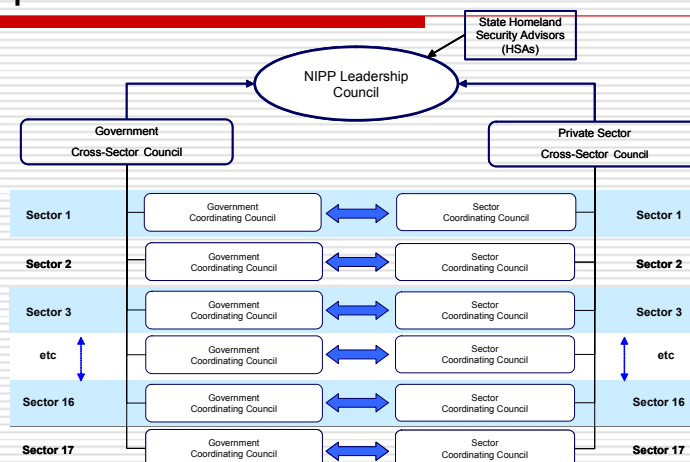
- ❑ A mechanism for government and private industry to work together to protect the critical infrastructure of the nation.
- ❑ The model should be a collaborative effort of equals:
 - Each partner has sovereignty on its own
 - Partners create value when working together

What should the Sector Partnership Model accomplish?

- ❑ The Sector Partnership Model should create a mechanism to facilitate collaboration between government and private sector owners and operators so that they can address homeland security issues. Specifically, the Partnership should enable:
 - Planning and goal setting
 - Coordinating how the goals will be executed
 - Establishing the actual execution of these goals

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Proposed Framework



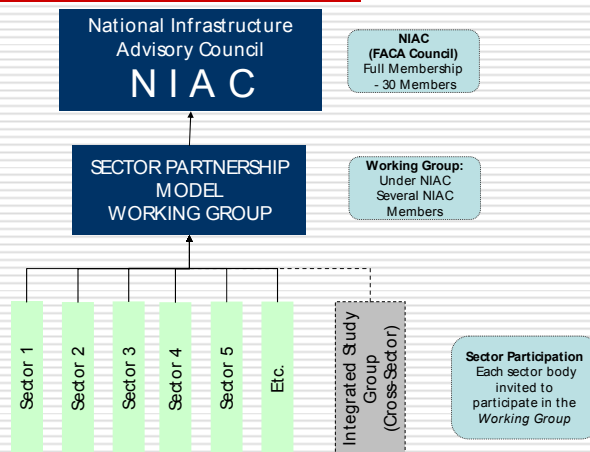
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Approach

- ❑ Establish a NIAC Working Group and a related Integrated Study Group with representation from the NIAC, the Sector Coordinating Councils and DHS to review and assess the model and implementation options.
 - Sector-specific study groups are asked to provide feedback on the integrated group's recommendations
- ❑ Complete actions outlined in discussion of Core Deliverables

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Structure of Working Group



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Sector Participation as of July 12

Sectors:

		Invitations	Responded	SCC Exist
1.	Food & Agriculture	Yes	Yes	Yes
2.	Public Health	Yes	Tentative	In Progress
3.	Banking & Finance	Yes	Yes	Yes
4.	Water	Yes	Yes	Yes
5.	Energy – Electric	Yes	Yes	Yes
6.	Energy – Oil and Gas	Yes	Yes	Yes
7.	IT	Yes	Yes	In Progress
8.	Telecom	Yes	Yes	In Progress
9.	Chemical	Yes	Yes	Yes
10.	Transportation	Yes	Yes	In Progress
11.	Emergency Services	Yes	Yes	Yes
12.	Postal/Shipping	Yes	Yes	Yes
13.	Dams	Yes	Yes	Yes
14.	Commercial Facilities	Yes	Tentative	In Progress
15.	Nuclear	Yes	Yes	Yes

Integrated Study Group NIAC Representation

- Marty McGuinn – Mellon Financial Services - Chair
 - POC - Susan Vismor
- Marilyn Ware – American Water – Co-Chair
 - POC - Bruce Larson
- Dick Davidson – Union Pacific
 - POC - Rick Holmes
- Al Berkeley – Pipeline Trading
- Becky Denlinger – Cobb County
 - POC – Stu Shannonhouse
- John Thompson – Symantec
 - POC – Rob Clyde
- John Chambers – Cisco
 - POC - Ken Watson
- Erle Nye – TXU
 - POC – Bill Muston
- Thomas Noonan – Internet Security Systems, Inc
 - POC - Peter Allor

Sectors Represented:

Banking & Finance
Water
Energy – Electric
IT
Transportation
Emergency Services

Integrated Study Group

Sector Coordinating Council Representation

<input type="checkbox"/> Pat Laird	Electric	Exelon Corporation
<input type="checkbox"/> Stuart Brindley	Electric	Independent Electricity System Operator
<input type="checkbox"/> Beth Turner	Chemical	DuPont
<input type="checkbox"/> Gary Forman	Oil and Gas	Columbia Gas
<input type="checkbox"/> Rick Williams	Oil and Gas	Exxon Mobil
<input type="checkbox"/> Gary Weber	Food/Ag	National Cattleman's Beef Assoc.
<input type="checkbox"/> Clay Dettelsen	Food/Ag	International Dairy Foods Assoc.
<input type="checkbox"/> Don Donahue	Financial	Depository Trust & Clearing Corp.
<input type="checkbox"/> Lynn Stovall	Water	Greenville, SC Municipal District
<input type="checkbox"/> Mike Wallace	Nuclear	Constellation Energy
<input type="checkbox"/> Zane Hill	Postal/Shipping	US Postal Inspection Service
<input type="checkbox"/> Dan Bart	Communications	Telecommunications Industry Assoc.
<input type="checkbox"/> Guy Copeland	Information Tech	Computer Sciences Corporation
<input type="checkbox"/> Garry Brieser	Emerg. Services	International Assoc. of Fire Chiefs
<input type="checkbox"/> Lyman Shaffer	Dams	Pacific Gas and Electric
<input type="checkbox"/> Andrew Howell	Transportation	U.S. Chamber of Commerce

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Integrated Study Group

DHS Participation

- ☐ R. James Caverly, Director of the Infrastructure Coordination Division (ICD)
 - ☐ Nancy J. Wong, NIAC Designated Federal Officer
 - ☐ Jenny Menna
 - ☐ Brett Lambo
 - ☐ Nancy Limauro
 - ☐ Raghav Kotval
 - ☐ Craig Bamberger
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Core Deliverables

1. Structure

- Review conceptual structure and identify & validate composition and representation

2. Roles and Responsibilities

- Elements of a charter (for overall structure and sub-elements)
 - Purpose / Rules of engagement

3. Potential Operational Frameworks

- Assess legal components of possible operational frameworks
- Identify and review options: FACA/non FACA
- Review authorities and core requirements to implement

4. Processes

- Key processes to support true “partnership”
- Principles of operations

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Deliverable #1 – Validate Conceptual Structure

□ Validation of organization structure:

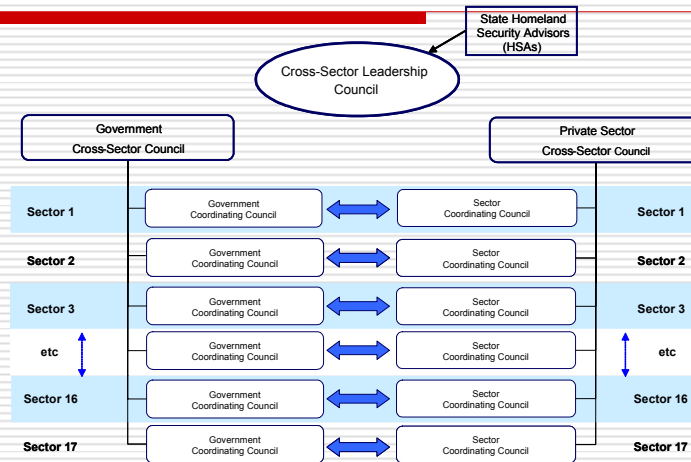
- GCC-SCC Level – Consensus agreement.
- “2nd” Level, Private and Public Cross-Sector Councils – General consensus is Yes.
- “Top” Level, Leadership Council – Agreed on concept, but group reserves final judgment until details are fleshed out.

□ Preliminary thoughts on recommended changes:

- The name of the Leadership Council should be changed from the NIPP Leadership Council to the Cross-Sector Leadership Council, to more accurately reflect that the councils are dealing with more than just the NIPP.
- Remove directional arrows; Arrows give connotation of subordination. SCCs are independent of government. Lines should merely depict information flow.
- Communication will be from the Sector Specific Agency to the Sector Coordinating Council. If DHS, or other government agencies, have a request of the SCC, they will go through the SSA via the chair of the GCC.

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Current Framework



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Deliverable #1 – Validate Composition and Representation

- ☐ Sector Coordinating Councils are self-organized bodies, independent of the government.
- ☐ SCCs have organized themselves in different ways with varying composition
 - Only owners/operators
 - All trade associations
 - Blend of owners/operators and trade associations – sometimes with trade associations as members and owner/operator as the chair

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Deliverable #1 – Validate Composition and Representation

- Regarding composition, issues arise when the SCCs interact with government.
- The government has obligations related to assuring inclusiveness, avoiding conflicts of interest, and providing equitable access to its resources and capabilities.
- Ongoing Discussion on this topic.
 - Working towards consensus, but still in progress

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Deliverable #2 – Roles and Responsibilities

- Integrated Study Group reviewed template for all GCC charters as well as the charters for all existing SCCs.
 - Sector representatives were asked to compare the functions of their councils to what DHS thought the functions should be
 - Draft results are being tallied and analyzed to detect anomalies or circumstances unique to specific sector

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Deliverable #3 – Potential Operational Framework Options

- ❑ Detailed descriptions of different potential scenarios for operational frameworks and corresponding legal attributes and concerns have been prepared
- ❑ Descriptions will provide the study group a blueprint to facilitate analysis of the scenarios
 - ❑ Apply criteria to each scenario in order to determine which is most favorable

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Deliverable #3 – Potential Operational Framework Options

- ❑ Scenario 1 – FACA structure
 - As originally envisioned in the I-NIPP
 - Private Cross-Sector Council and SCCs will be subcommittees of a parent Federal Advisory Committee (Cross-Sector Leadership Council)
- ❑ Scenario 2 – Operational Committees
 - Coordinating bodies are “operational” committees and not advisory
- ❑ Scenario 3 - Neither "Established" nor "Utilized"
 - An entity that is neither "established" nor "utilized" by the government is not subject to FACA.
- ❑ Scenario 4 – FACA Exemption
 - Granted by DHS Secretary
- ❑ Possibility for Others

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Deliverable #4 – Key Processes and Operating Principles

- ☐ In process
- ☐ Ultimately dependent on what operational framework is chosen

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Next Steps

- ☐ Finalize Deliverables #1 and #2
- ☐ Determine which operational framework is most viable from all standpoints (legal, implementation, etc.)
- ☐ Finalize Deliverables #3 and #4
- ☐ Final Recommendations at October 2005 Meeting

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